

(13)

7 February 1984

MEMORANDUM FOR: Director of Global Issues
Deputy Director of Global Issues

FROM

[REDACTED]

Chief, Economics Division

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SUBJECT : The Casey Exercise

1. Here is ECD's material on the Casey exercise. As requested, we have sent not only the final Division product and comparative statement but also original Branch inputs.

2. While many were initially skeptical about the exercise, almost everyone got actively involved once the process began.

3. On the lighter side, [REDACTED] pushed hard for one change in the Division submission. He said if his Branch was any guide the second tick under "We Seek" should say "to ponder the apparent and analyze the obvious."

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[REDACTED]

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Attachments:
As stated

The CIA

We Exist --

To serve the President -- as his eyes and ears around the world.

To promote the national security working within the Constitution and laws of the United States.

We Seek --

To be the best at what we do.

To ponder the impossible, investigate the improbable, and tackle the critical.

To work unbound by conventional thought, be willing to take risks, and remain open to opposing viewpoints.

To hire the best and make them better.

To develop new technologies and make them work for us.

To earn the trust and confidence of the people of the United States.

We Stand For --

The highest level of integrity in both our professional and personal lives.

Objectivity even when our views are unpopular.

Excellence -- in both people and product.

We Strive For --

A working environment that encourages initiative, creativity, enthusiasm, and risk taking.

Fair treatment and compensation, and the maximum possible protection in carrying out our duties.

Satisfaction from doing a job well, knowing that public acclaim is not possible.

Recognition as unique individuals -- talented and skilled, diverse in our backgrounds, yet united by our purpose and commitment.

OGI/ECB
7 Feb 84

Major Difference with the DCI Draft Statement

The fundamental difference between the ECD and strawman statement is one of style and length.

We opted for a short and more free flowing document that blends together purpose, goals, and expectations. We took this approach because we found that from a substantive standpoint all the branches' drafts focused on the same issues. Moreover we suspect this will be true Agency wide, mainly because we already share the same objectives and beliefs. Given a common set of values, if we are to make an impact it must be through style and presentation. We believe, therefore, the final document should be short, punchy and to the point. It should avoid long statements, jargon, and "bureaucratise" at all costs. In other words it should capture the spirit of the Agency's own operative style.

A review of the corporate examples underscores this viewpoint. The statement of companies with short, hard hitting presentations -- like Boeing and IBM -- made a strong mental impact. The longer statements by HP and Bechtel quickly faded from the mind.

OGI/ECD
7 Feb 84

Economic Analysis Branch

Proposed Beliefs and Goals
for the CIA

Beliefs

- o That CIA serves a crucial role in furthering United States national security.
- o That we have outstanding ethics and integrity.
- o That talented and dedicated people are our most valuable asset.
- o That our products and services are of very high quality.

Goals

- o To maintain and enhance the quality of CIA's products and services.
To this end we
 - encourage a bias for action, risk taking, and good tries.
 - are alert to changes in the needs of CIA's customers.
 - foster close and enthusiastic cooperation among Agency components.
- o To encourage innovation in all facets of CIA activity including
 - nurturing creativity, such as divergent analytical views.
 - being open to the potential of new technologies.
 - finding ways to increase efficiency.
- o To achieve excellent quality of management.
- o To recruit, retain, and develop talented and dedicated individuals.

Our Purpose

- o To predict world events and, if necessary, change them.
- o To be the best damned early-warning service in the world.

What We Strive For

- o To analyze the apparent, investigate the improbable, and ponder the impossible.
- o To be in the forefront of intelligence collection and methods.
- o To extend the frontiers of technology and make it work for us.
- o To hire the best and make them better.

Our Standards

- o To provide unbiased analysis even when those views are unpopular.
- o To seek challenges others shy from.
- o To act swiftly and effectively wherever needed.

Who We Serve

- o The President--as his eyes and ears around the world.
- o The public interest--by making the best use of our resources.
- o Our allies--knowing that their strength enhances our own.

Who We Are

- o We are analytical trail blazers.
- o We are risk-takers, because to play it safe is to fail our purpose.
- o We are unique individuals--talented and skilled, diverse in our backgrounds, yet united by our purpose and commitment.

Our Expectations

- o To take satisfaction from doing a job well, knowing that public acclaim is not possible.
- o To have an opportunity to make the most of our God-given talents.
- o To receive fair treatment and compensation, a secure retirement, and recognition for special accomplishments.

Comparative Comment

The most striking difference between CM's Credo and the strawman document is in style and impact. Our statement is punchy, brief, and to the point. It uses simple words to communicate complex ideas, action verbs, and active voice. Use of jargon and "bureaucrat~~e~~se" are held to a minimum. It's designed to stir the reader, not put him to sleep.

We feel that on matters of substance, every draft submitted throughout the Agency will be virtually identical long before they wind their way to the seventh floor. If we are to make an impression, we feel it must be in style and presentation.

International Finance Branch

Proposed Mission and Goals for the CIA

Mission

To provide high quality intelligence that promotes the security of the United States and is relevant to US policymaker concerns.

Objectives

Product

The Agency should strive to produce reporting and analysis that is unique both within and outside the government, of sustained high quality, timely and relevant to US policymakers' interests, and comprehensive in outlining alternative scenarios, options, and events.

People

Agency personnel should strive to be the best in carrying out the organization's mission and in performing their specific task. To be most effective, they should have a clear understanding of how their job relates to the overall mission. Personnel should have a strong commitment to protect intelligence methods, sources, and finished analysis. They should maintain the highest level of integrity in both their professional and personal lives.

Management

Management should recognize that people are the Agency's most important asset and to this end they should strive to provide a working environment that is physically appealing, mentally challenging, and provides a high level of morale. This is fostered through:

- o Feedback, both positive and negative, to the individual on how his work is being received by US policymakers and how it has been used.
- o Transmission of office and division goals clearly.
- o Open communication which accepts differing viewpoints.
- o Attraction, development, and retention of high quality employees whose skills are enhanced by training, travel, and challenging assignments.

International Finance Branch
Proposed Mission and Goals for the CIA - page 2 -

- o Accountability of intelligence errors or misjudgments without dampening creativity or initiative so that chances of repeating past mistakes are lessened.
- o An efficient and lean bureaucracy that can ensure timeliness and relevance of the product.
- o Communication within the Agency among employees of all directorates concerning their tasks and accomplishments.
- o Assurance of maximum protection possible of personnel in carrying out their duties.

Public Affairs/Citizenry

Education of the public on the importance of the entire intelligence community's role in US policymaking would be beneficial to promoting a positive public image of the Agency.

Mission and Functions Project

Comparison of International Finance Branch and Baseline Proposals

The Baseline Proposal and that of the International Finance Branch were quite similar.

- o Both stated the Mission/Purpose as "providing intelligence."
- o Both presented a similar set of Goals/Objectives, and elaborated in a similar manner on these Goals/Objectives.
- o Both were quite specific in their elaboration on the goals and objectives.
- o Both, in terms of words used to convey the ideas, were lengthy.

Statement of Goals, Principles and Standards for CIA.
(Based on Discussion with analysts in ECD/T)

Mission: To provide timely, accurate, and unbiased intelligence information to US policymakers.

- o Agency should be able to analyze and predict world events and provide alternatives for dealing with them.
- o Focus of our effort should be on the national security of the United States.

To Accomplish our Mission

Collection:

- o Make best possible use of existing resources and continually develop new resources.
- o Ensure that those individuals charged with the collection effort fully understand the needs of the Agency.
- o Continually protect and retain the Agency's valuable sources and methods.
- o Ensure a high level of cooperation between the Operations and Intelligence Directorates.

Analysis:

- o Continually stay in close contact with policymakers in order to be responsive to their needs.
- o Committed to objective analysis and protect analytical process from bias, political pressure, and expectations of consumers.
- o Be forward leaning--be willing to predict and anticipate.
- o Avoid duplicating what other agencies are doing, unless our analysis of some facts and issues might shed new light.

People: The key to excellence in any organization are the people who comprise it.

- o Continually strive to attract and retain talented, qualified people.
- o Instill a realization in our employees that their work is important--that what we do can influence key US policymakers.

- o Encourage people to take pride in their work.
- o Provide adequate training, travel and advancement opportunities for our employees.
- o Instill the attitude that each new assignment will broaden people's knowledge and understanding of the intelligence effort.
- o Emphasize the need for self-improvement and growth.
- o Stress the need for adaptability and flexibility.

Management: Without good management to provide direction we will never fully accomplish our mission.

- o Managers should promote a good working environment--one which encourages initiative, creativity, enthusiasm, and risk taking.
- o Managers should set the standard for their subordinates.
- o Managers should be truly interested in the work and career advancement of their people
- o Managers should provide individuals with a proper understanding of what is expected of them so they can better contribute to the success of our mission.
- o Managers should avoid excessive review that stifles individual achievement and creativity.

Technology:

- o Continually exploit latest advances in technology to enhance our collection and analytical capability.
- o Develop the inhouse skills to utilize the latest technology.

Standards:

- o Maintain the highest standards in recruiting and retaining people.
- o Ensure that the final intelligence product is of the highest quality.
- o Carry out mission in a cost effective manner.
- o Remain objective and open to opposing view points.

Major Differences With Director's
Draft Statement
(ECD/T)

- o We have no direct statement on ethics as in the Director's draft. However, we do provide a statement on bias and politicization of our intelligence analysis.
- o No reference to the cost effectiveness of our effort is included in the Director's draft but is incorporated into ours.
- o The director's draft refers to the dependence of different operating units within the Agency while we have specifically focused on cooperation between the DO and DI.
- o The Director's draft makes reference to the Agency's effort fostering the prosperity of the United States. Analysts in ECD/T wanted the focus to be on only National Security.
- o We make no reference to the CIA's leadership and recognition as the best intelligence service in the world as in the Director's draft.
- o The Director's draft makes no reference to retaining talented, qualified people while ours does.
- o We spell out in somewhat greater detail the responsibilities of Agency management.

THIRD WORLD ISSUES BRANCH

We recommend a different organizational structure for the statement. The structure should include four parts:

1. Statement of purpose of the organization.
2. Responsibilities and goals of employees.
3. Responsibilities and goals of management.
4. Relationship of the Agency to the public.

We note that the statement as drafted reads as if the Agency actually met the standards stated in it (eg. "management personnel are selected for their ability to inspire....) rather than as goals to be achieved.

We also believe that the statement should be inspirational rather than its current turgid prose. A shorter more succinct version would help.

The principal differences between the TW draft and the DCI draft are:

1. TW draft includes reference to both provision of information and covert action (ie. implementation of policy).
2. TW includes no statement concerning the Organization analogous to para 2 in the DCI statement.
3. The TW "People" section emphasizes individual commitment, pride, and responsibility for fulfilling assignment.
4. The TW "Management" section emphasizes two basic management responsibilities: establishing missions and priorities and, most important, facilitating the work of Agency personnel by specific means.
5. The TW statement includes reference to maintaining the trust of the people for whom we work, an item omitted from the DCI draft.

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Statement of Purpose and Goals for the CIA
Its Personnel, and Management

The Agency

We are an Agency of action and accomplishment working within the Constitution and laws of the United States.

We secure and provide information on which the President and Officers of the United States Government make decisions. Our information is timely and complete.

We provide analysis concerning the significance and meaning of that information for the President and other Officers of the United States Government. Our information and analyses are unbiased.

We implement national security and foreign policy decisions as directed by the President within the framework of the Constitution and laws of the United States.

Personnel

As individual employees we are committed to excellence in each assignment. We take pride in our work and in the fulfillment of each assignment.

Our commitment requires the full utilization of our talent, our training and our knowledge to identify the elements of each assignment and the most appropriate means of achieving its fulfillment. We seek to expand our knowledge and to work unbound by conventional thought and explanation.

We accept the special responsibilities required by our employment in this Agency and pledge to meet that trust with the highest standards of personal integrity and discretion.

Management

Management of the Agency is responsible for identifying our missions and the priority assigned to each.

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The principal goal of management is to facilitate the accomplishment of our missions by:

- o selecting personnel to work in this Agency who meet the high standards demanded by its missions.
- o clear direction concerning each assignment to the personnel of the Agency combined with a commitment to solicit advice from Agency personnel concerning all aspects of the Agency, its missions and individual assignments.
- o providing personnel with a full assessment of the quality of Agency and individual performance.
- o providing a work environment conducive to accomplishing our mission and to meeting human needs for security, space and privacy.

The Public

This Agency and its employees have a special responsibility to earn the trust and confidence of the people of the United States that we are meeting our obligation to them to accomplish each mission assigned by the President.

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